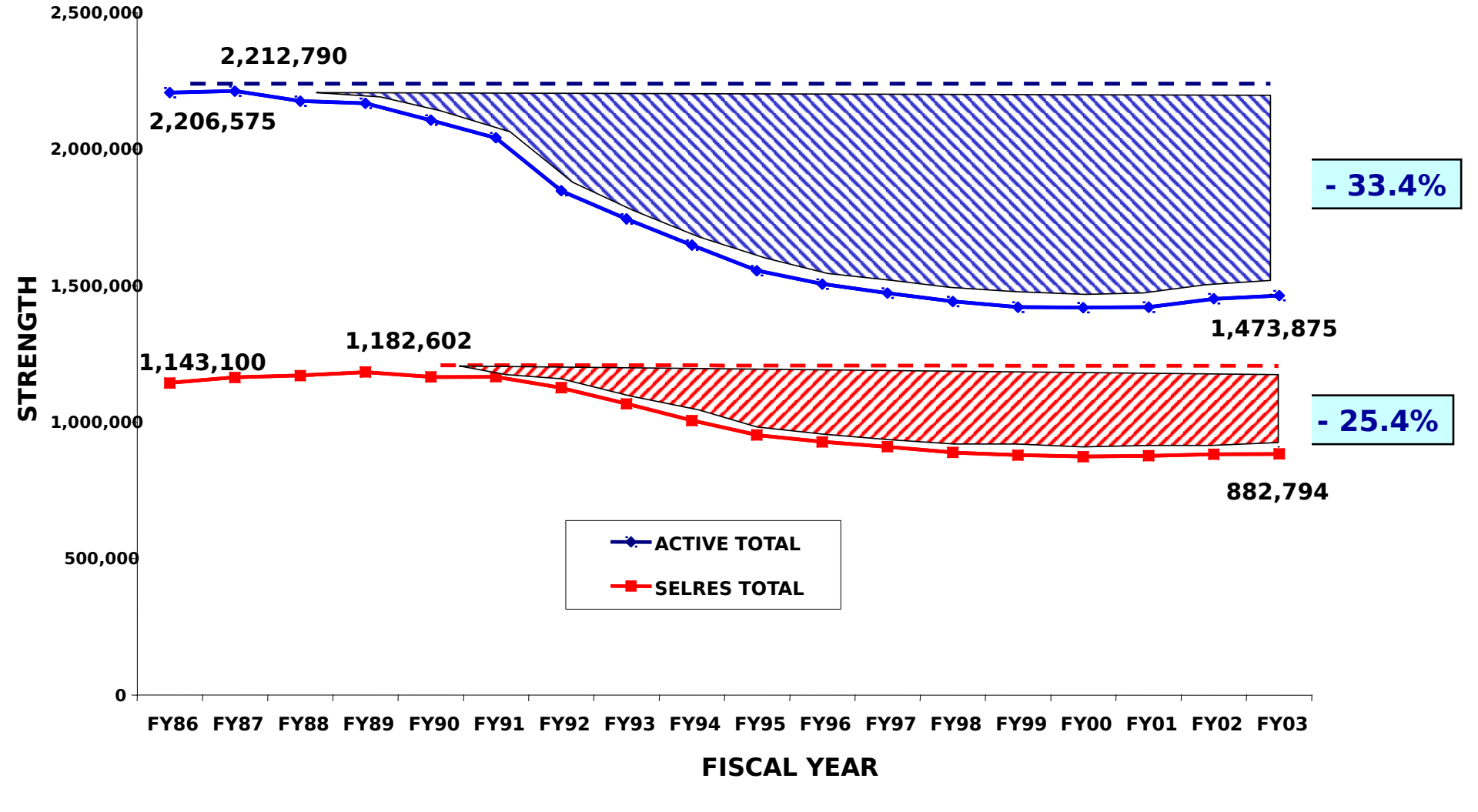
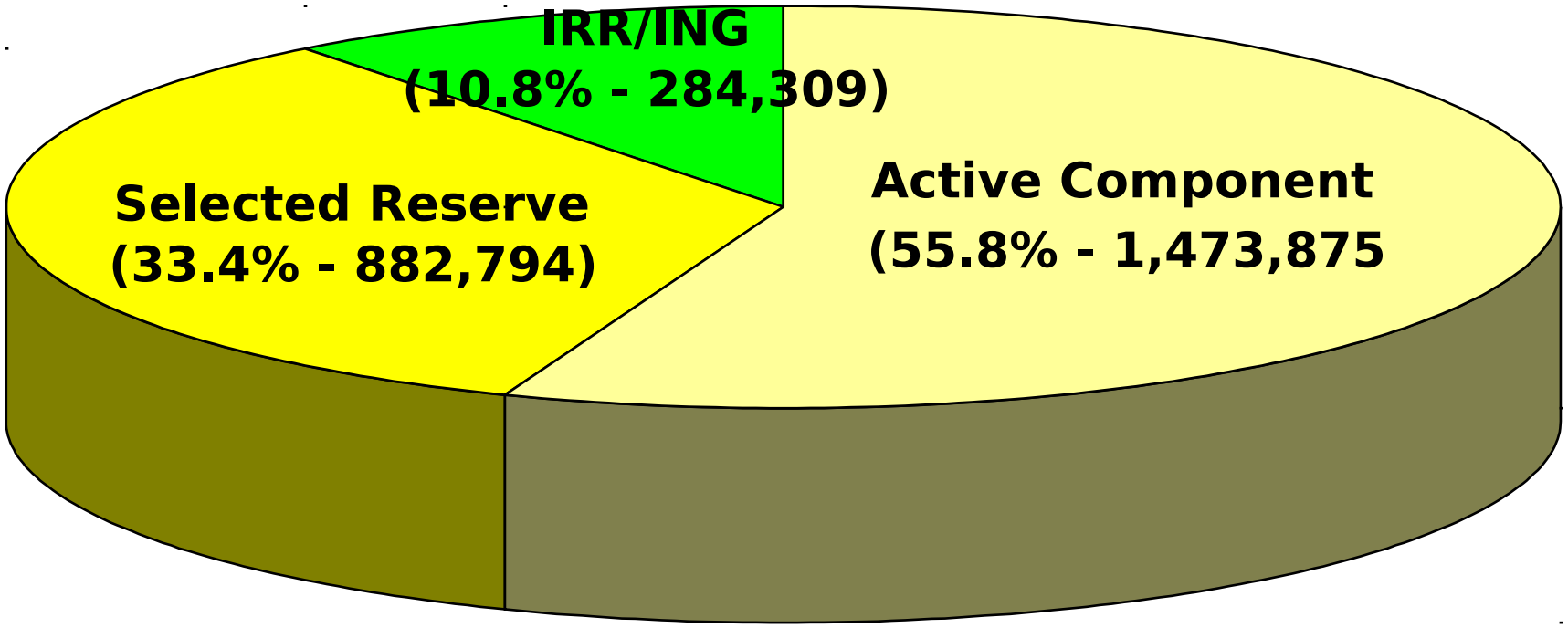
Employment of
eserve Component Force
&
Lessons Learned

The Trend (FY86 – FY03)
(Active and Reserve End Strengths)



Force Composition - DoD & Coast Guard

(Ready Reserve / Active Component FY2003)



Reserve Component Usage

Five Categories of RC Contribution

1. **DOMESTIC EMERGENCIES** — Response to forest fires, floods, hurricanes, tor riots, bombings, etc. (federal or state funded).

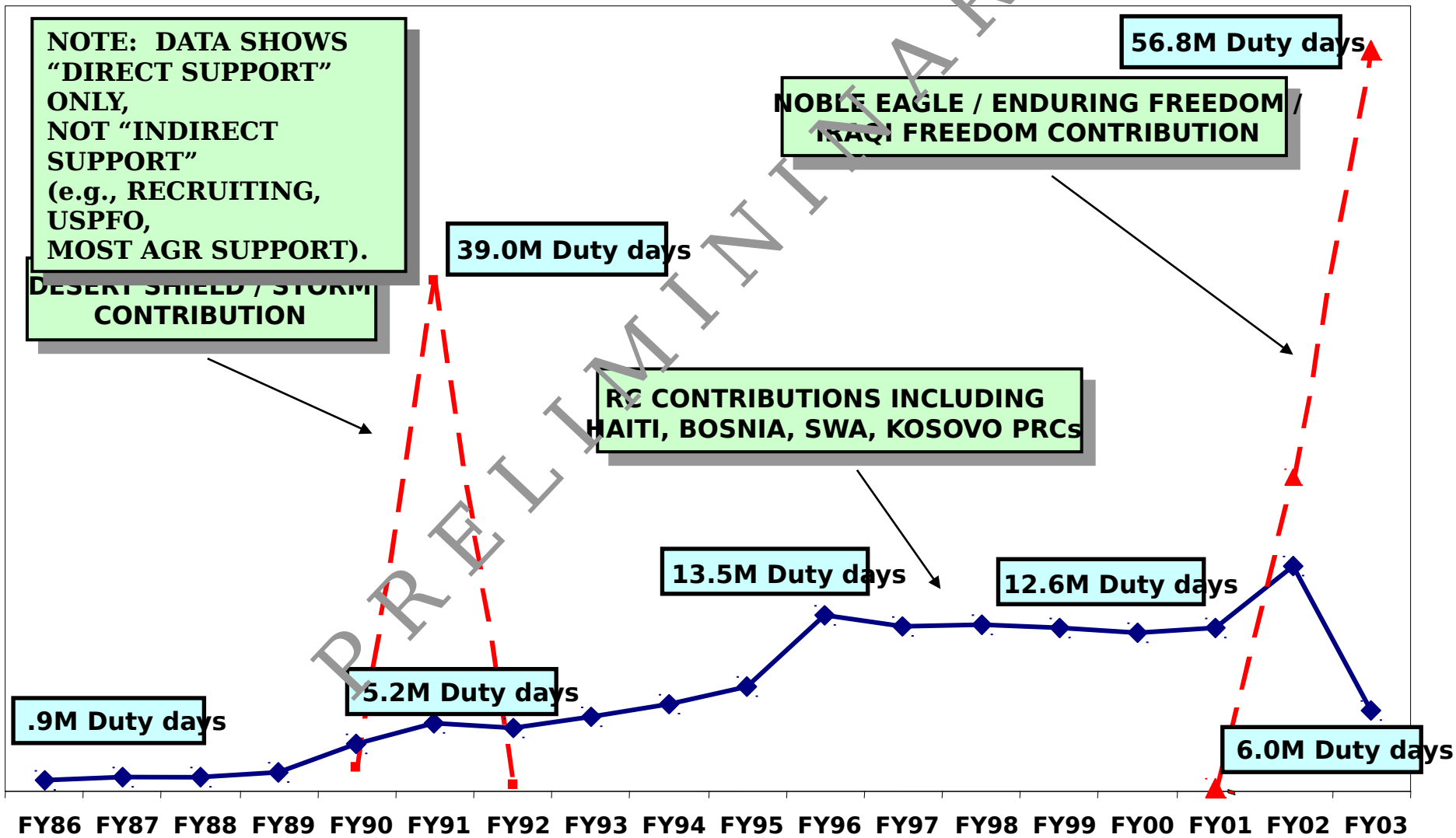
2. **COUNTER-DRUG OPERATIONS** — Support to the counter-drug effort.

3. **EXERCISE SUPPORT** — All Service or CINC exercises, both CONUS and
   - Examples: ULCHI FOCUS LENS, REFORG LOGEX, GOLDEN SWORD, etc.
   - Excludes RC unique exercises.

4. **CINC / SERVICE SUPPORT** — All support provided to assist the AC accomplis or reduce AC PERSTEMPO / OPTEMPO.
   - Includes named operations: e.g., DENY F PROVIDE COMFORT, SOUTHERN WATCH
   - Includes other support actions such as, Pa Peace program, BRAC closure efforts, inst staff support, IMA support, etc.

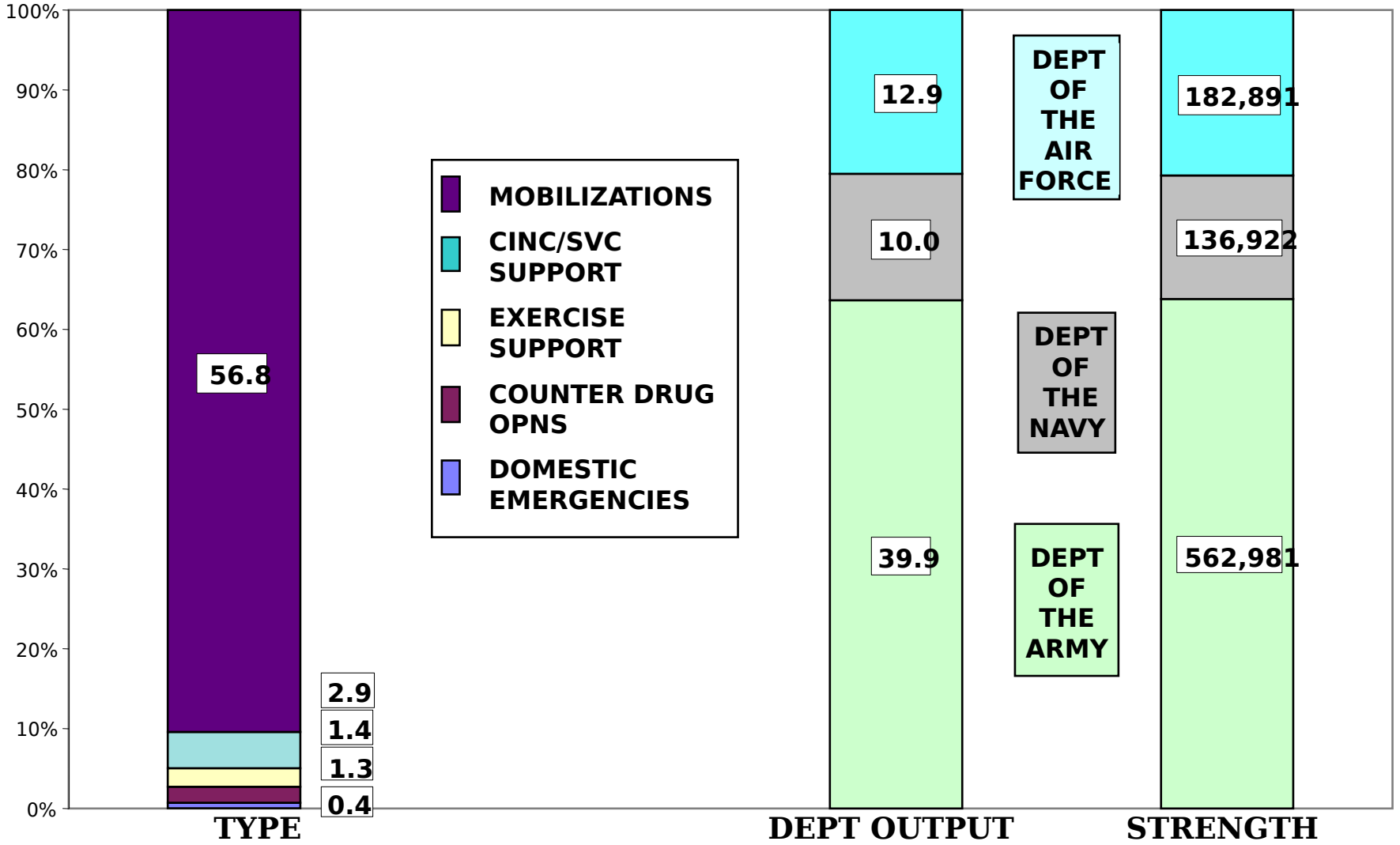
5. **MOBILIZATIONS** — PSRC or mobilization actions. Specifically the
   - Desert Shield/Storm (Kuwait / Iraq)
   - Uphold Democracy (Haiti)
   - Joint Endeavor (Bosnia)
   - Desert Thunder (Iraqi Crisis -Persian Gulf
   - Allied Force (Kosovo)
   - Noble Eagle/Enduring Freedom/Iraqi Free

RC Total Force Contribution

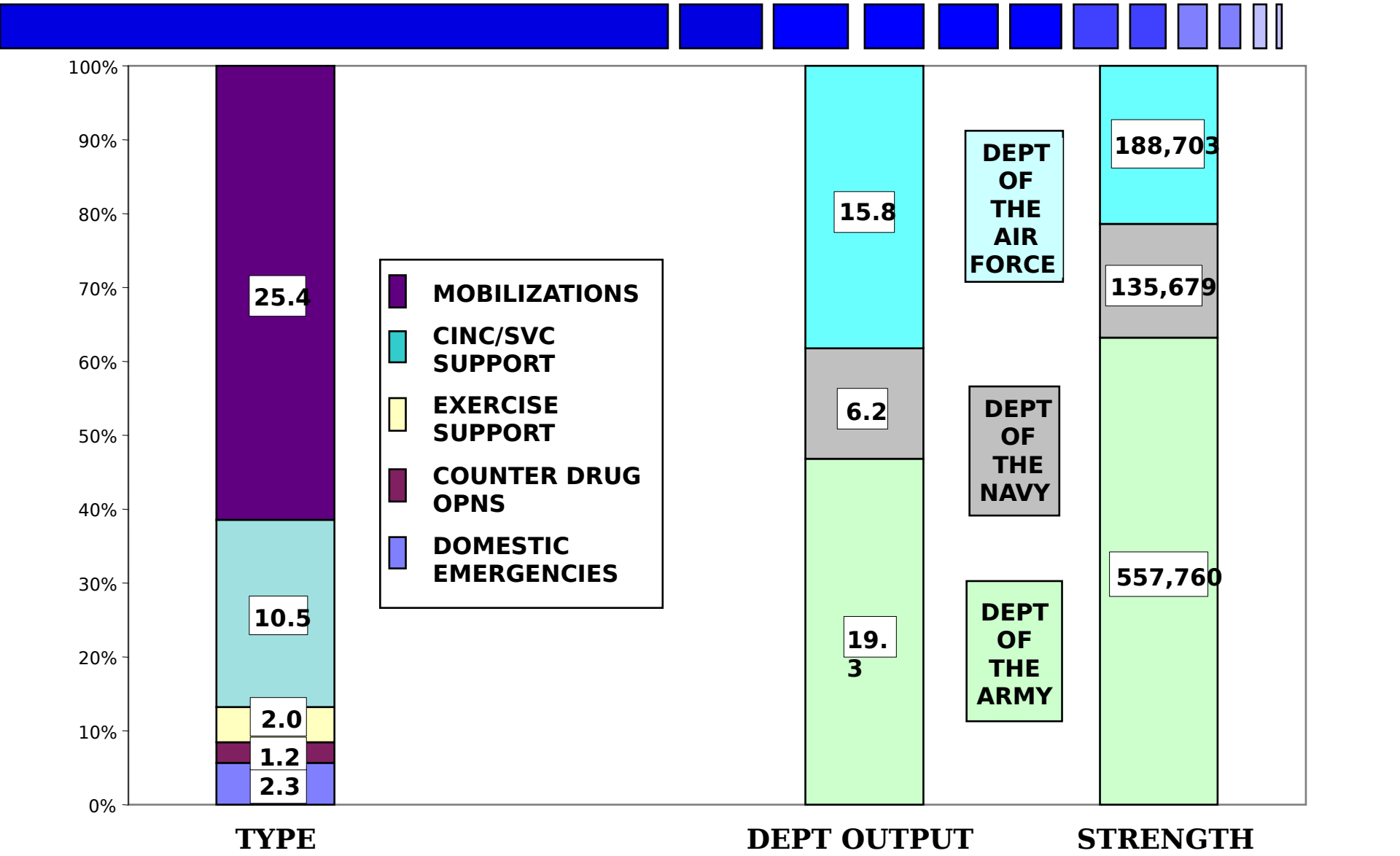

NOTE: DATA SHOWS "DIRECT SUPPORT" ONLY, NOT "INDIRECT SUPPORT" (e.g., RECRUITING, USPFO, MOST AGR SUPPORT).
56.8M Duty days
NOBLE EAGLE / ENDURING FREEDOM / IRAQI FREEDOM CONTRIBUTION
39.0M Duty days
DESERT SHIELD / STORM CONTRIBUTION
RC CONTRIBUTIONS INCLUDING HAITI, BOSNIA, SWA, KOSOVO PRCs
13.5M Duty days
12.6M Duty days
5.2M Duty days
.9M Duty days
6.0M Duty days
PRELIMINARY
FY86 FY87 FY88 FY89 FY90 FY91 FY92 FY93 FY94 FY95 FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03

Types and Distribution of Total Force Sup

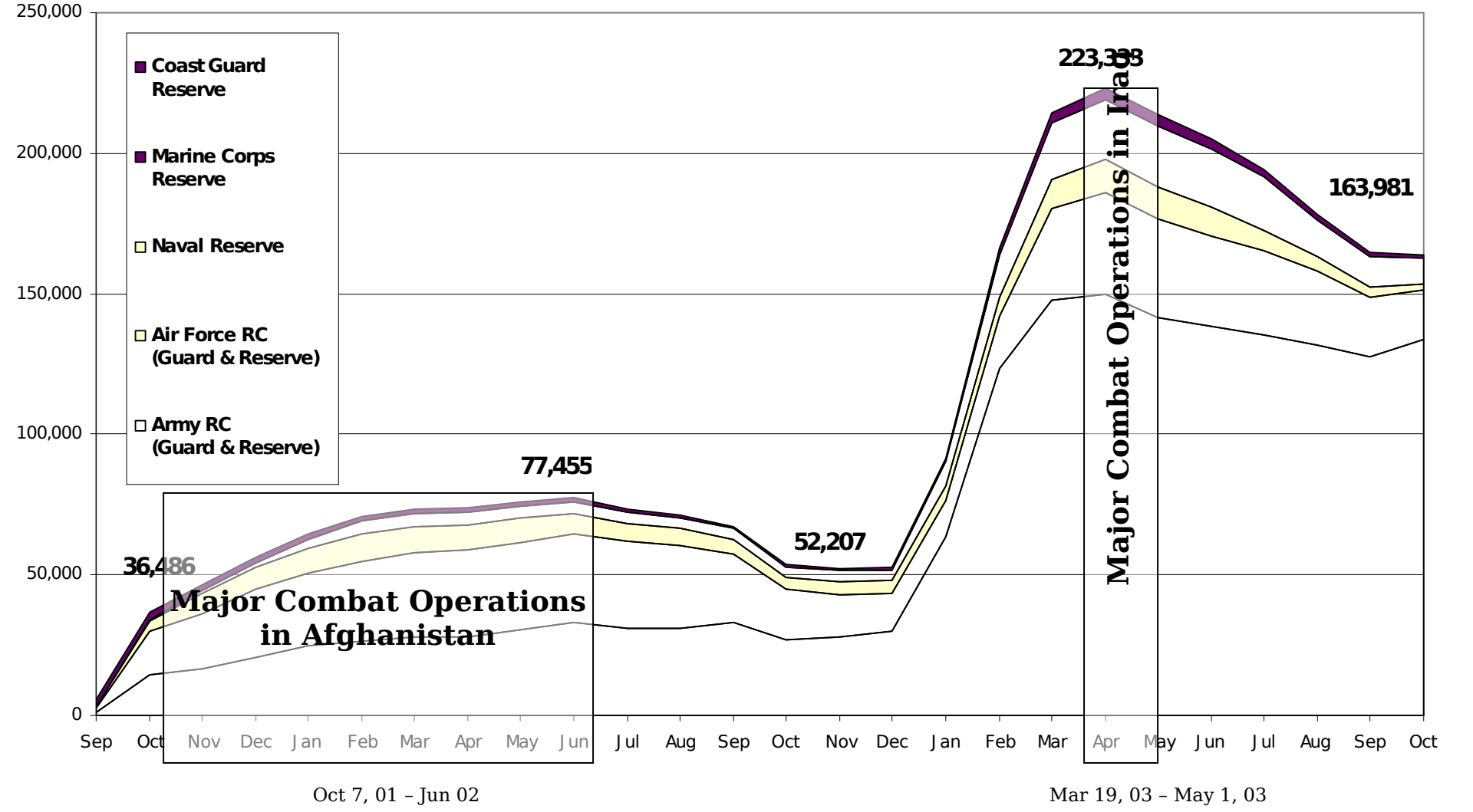
(In Millions of Duty Days – FY 03)



Types and Distribution of Total Force Sup
(In Millions of Duty Days – FY 02)



Reserve Component Members Called-Up (ONE/OEF/OIF)



Major Areas of RC Contributions (ONE/OEF/OIF)

Total RC: Combat Arms; Security; Intelligence; Air Operations; Maintenance

Army RC: Combat Arms (Infantry, Artillery, Engineering); Transport; Force Protection; Supply/Administration; Aircraft/Transport/Equipment Maintenance

Navy RC: Medical; Supply Administration; Intelligence;Combat Arms

Marine Corps RC: Infantry; Transport; Comm; Supply/Administration

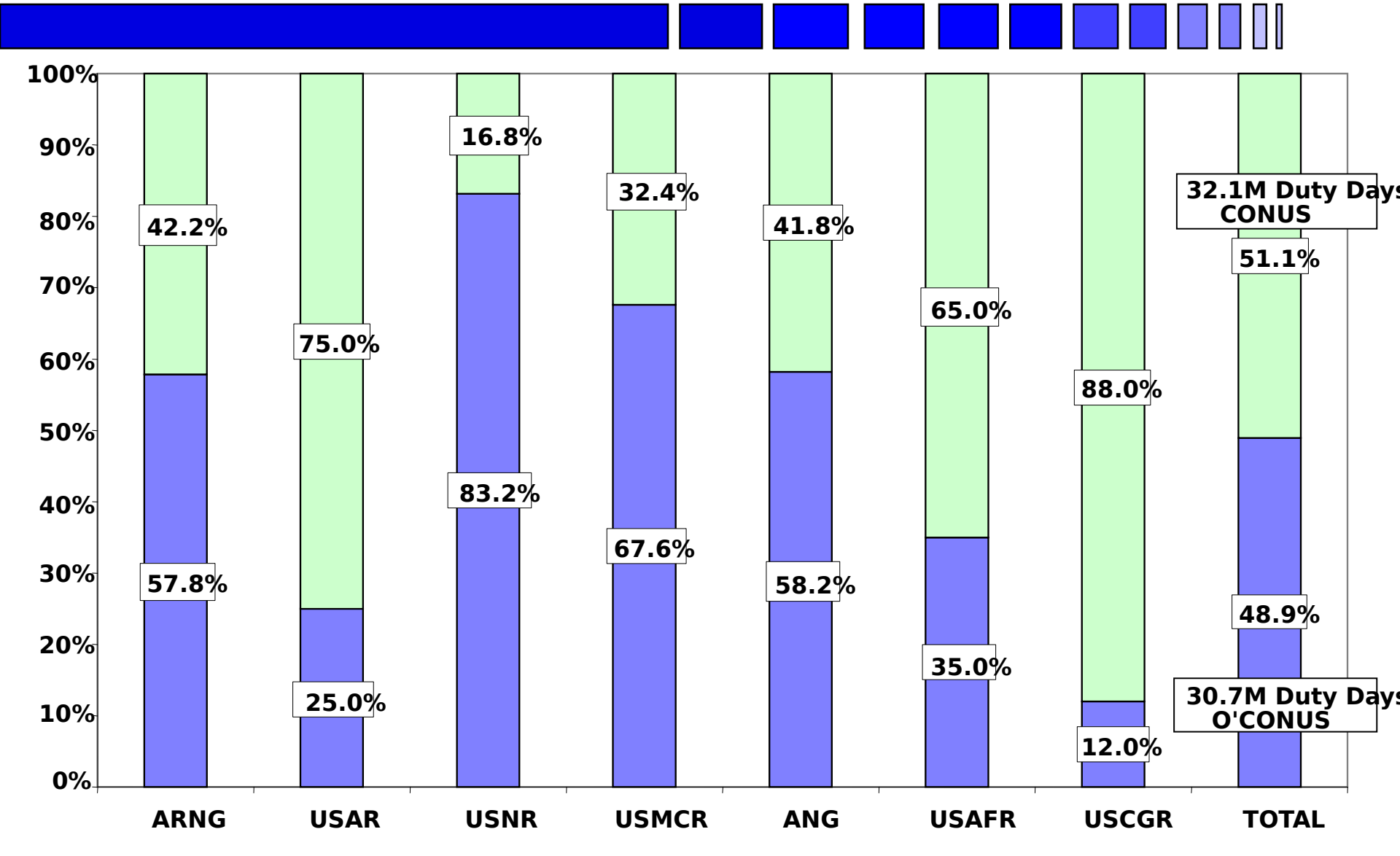
Air Force RC: Security; Air Crew; Comm-Electronics; Maint; Medical

Reserve Component Support in Recent, M
Military Actions

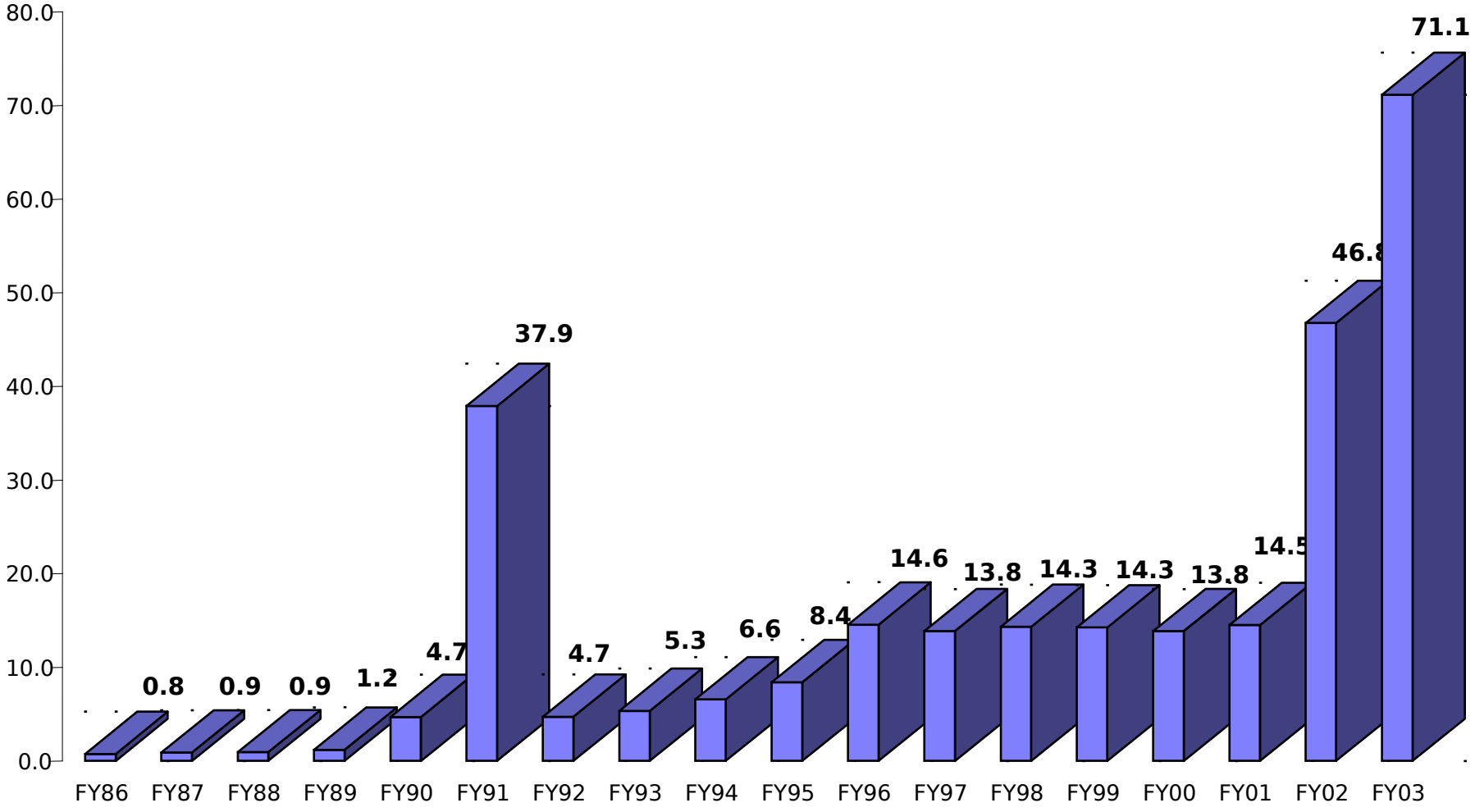
Military Action	Location	# Reserve M Providing S
Noble Eagle / Endur/Iraq Freedom	CONUS / OCONUS	Combine 306,000
Allied Force	Kosovo	2
Desert Thunder	Iraq	40,227
Joint Endeavor/ Guard/Forge	Bosnia	6
Support/Uphold Democracy	Haiti	8,338
Restore Hope	Somalia	343
Desert Shield/Storm	Iraq	267,33

* Includes RC voluntee

FY2003 View of CONUS / OCONUS Suppor

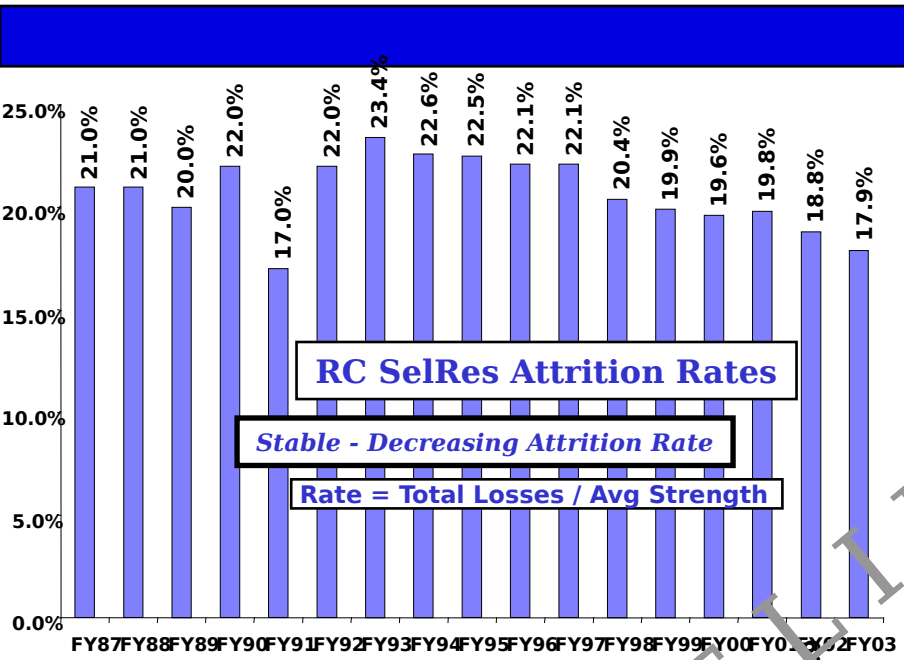


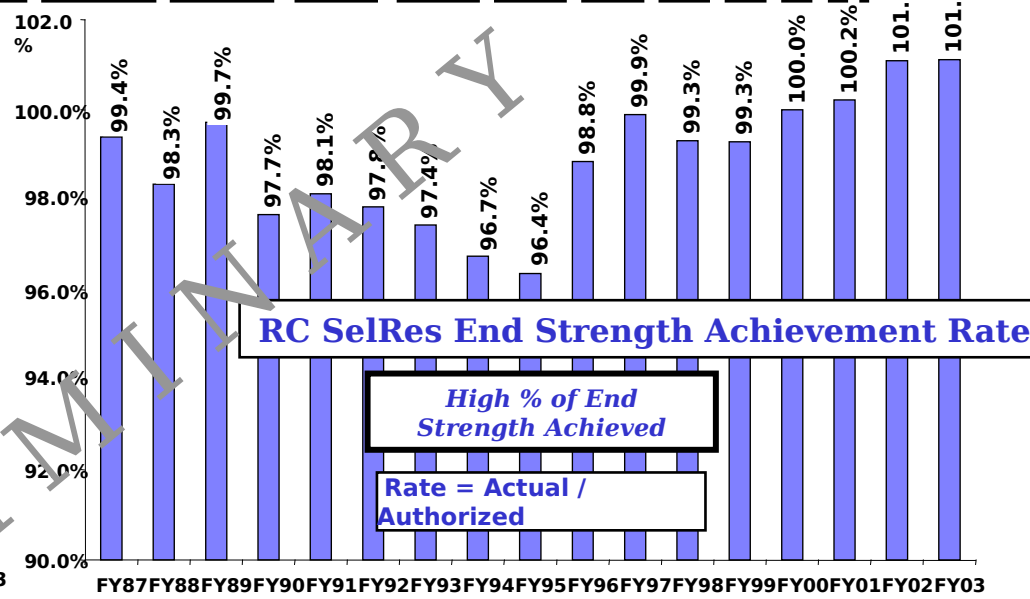
Support Days – Per Capita (SelRes)

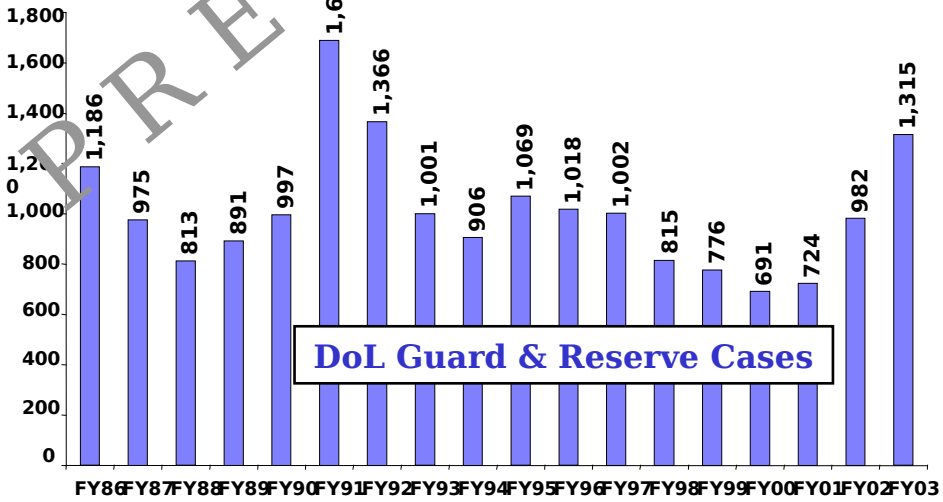


Effects of Usage on the Reserve Components

Indicators Monitored: Attrition / End Stre
Achievement / Employer/Reservist Relatio


RC SelRes Attrition Rates
Stable - Decreasing Attrition Rate
Rate = Total Losses / Avg Strength
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
21.0% 21.0% 20.0% 22.0% 17.0% 22.0% 23.4% 22.6% 22.5% 22.1% 22.1% 20.4% 19.9% 19.6% 19.8% 18.8% 17.9%
FY87 FY88 FY89 FY90 FY91 FY92 FY93 FY94 FY95 FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03


RC SelRes End Strength Achievement Rate
High % of End Strength Achieved
Rate = Actual / Authorized
102.0 %
100.0%
98.0%
96.0%
94.0%
92.0%
90.0%
99.4% 98.3% 99.7% 97.7% 98.1% 97.8% 97.4% 96.7% 96.4% 98.8% 99.9% 99.3% 99.3% 100.0% 100.2% 101.1% 101.1%
FY87 FY88 FY89 FY90 FY91 FY92 FY93 FY94 FY95 FY96 FY97 FY98 FY99 FY00 FY01 FY02 FY03

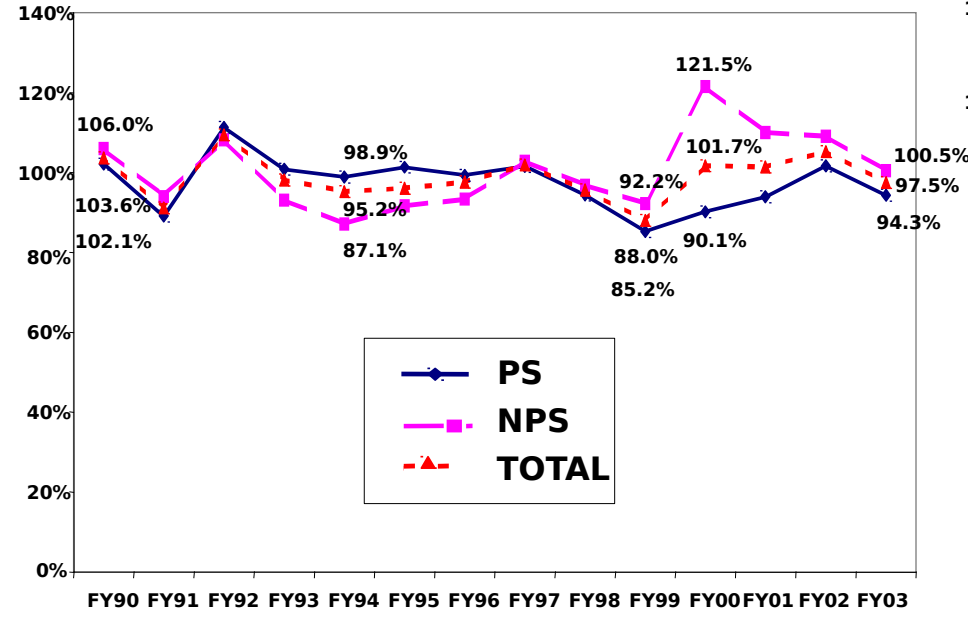


PRELIMINARY

Indicators Monitored:
Accession Rates (% of Goal Achieved)
Reenlistment Rates (% of Goal Achieved)

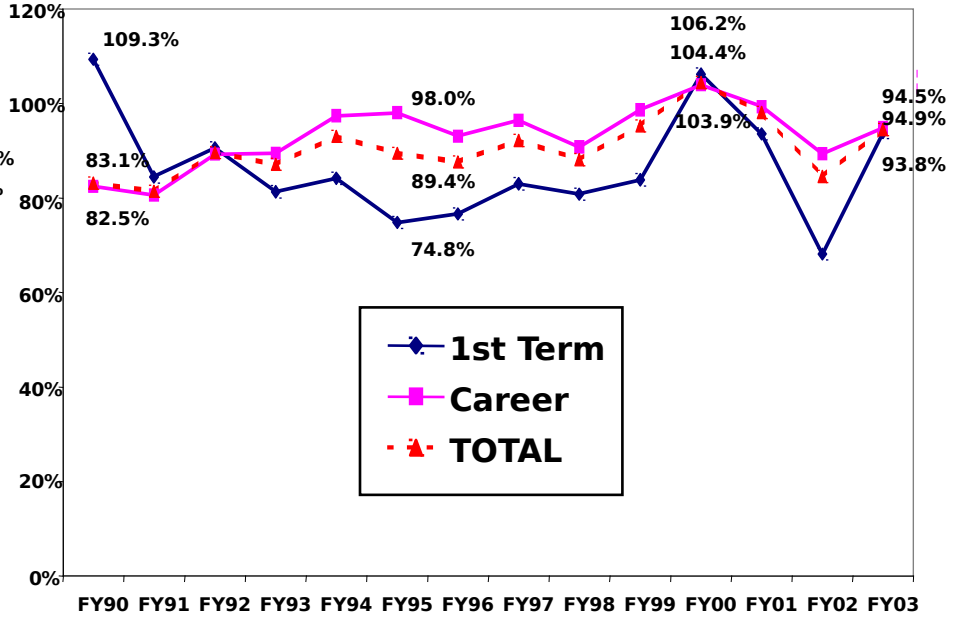
RC SelRes Accession Rates

% of Goal Achieved



RC SelRes Reenlistment Rates

% of Goal Achieved



Impacts of RC Use – ONE/OEF/OIF

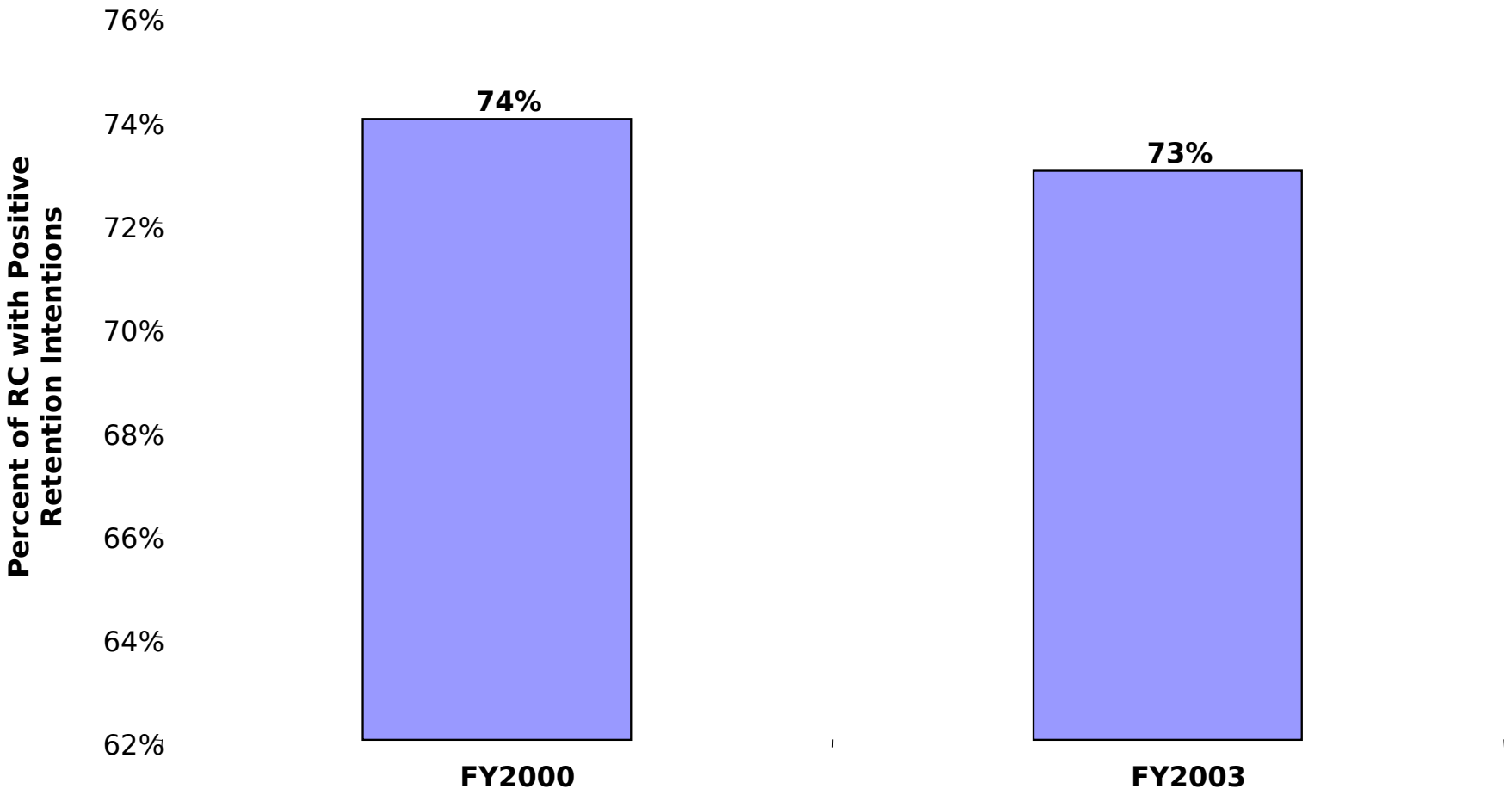
Families: **Deployed members were more likely to report heightened stress in their personal life (57% of currently deployed versus 41% not currently deployed). Over ¾ of spouses/family members have points of contact to help deal with stressful issues.**

Income: RC Survey Data: **Less than 1/3 reported a decrease in income; 2/3 the same or higher income. For 2003, 21% indicated this decrease caused severe problems.**

	Decreased	No Change	Increased
2000 Member/Spouse(2):	**31%-36%**	**31-33%,**	**31-36%**
2002 Spouse:	**31%**	**11%**	**58%**

Employer Support: **The Global War On Terrorism and the efforts to ensure homeland security have placed a strain on employers, but 2003 survey results indicate the majority of employers are supportive of**

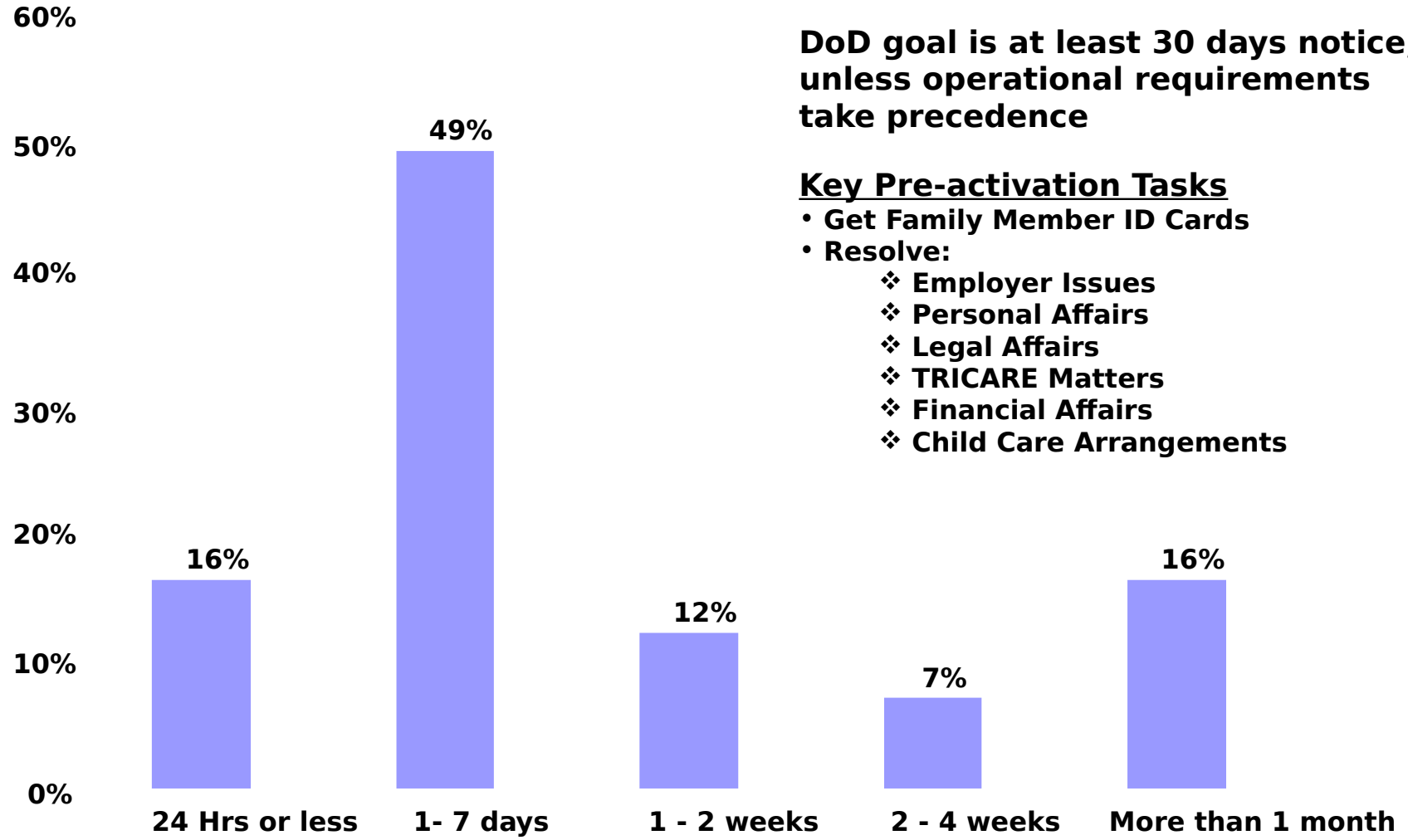
Reserve Component Member Retention Intentions



- Historically about 20% of the Selected Reserve population leaves each year.
- Post-Desert Storm – there was about a 3% increase in negative intention.
- About 16% stating negative intentions actually left.

* Data based on surveys in FY00 & FY0

Advance Notice of Mobilization



DoD goal is at least 30 days notice, unless operational requirements take precedence

Key Pre-activation Tasks

- **Get Family Member ID Cards**
- **Resolve:**
  - **Employer Issues**
  - **Personal Affairs**
  - **Legal Affairs**
  - **TRICARE Matters**
  - **Financial Affairs**
  - **Child Care Arrangements**

Source: 2003 RC Status of Forces Survey (SOFS)

Lessons Learned

- *Force Rebalancing*
- *Mobilization Process Improvem*

Force Rebalancing - Major Areas of Focus

- Enhance Early Capabilities (eliminate need for involuntary RC mobilization during first 15 days of a rapid response operation)
  - Army: Developed hybrid SDTE model to adjust RC requirement; use RC volunteers
  - Navy: Use RC volunteers; (Cargo handling?)
  - MC: Use RC volunteers; (few RC in 1st 15 days)
  - AF: Use RC volunteers; (Prime the Pump?)
- Reduce Stressed Career Fields (structure forces to limit involuntary RC mobilization to not more than one year out of every six years)
  - OSD estimates about 100K RC stressed based on current usage rates. Most in a limited number of specialties in each Service.
  - Army & Navy agree with estimates - restructuring plans/efforts underway.
  - MC holds that IRR usage not considered & pre-OIF level steady-state is manageable w/o change.
  - AF hesitant and heavy use of RC volunteers with AEF negates need for structure change.
- Implement Innovative Management Programs (to mitigate stress and enhance capability)
  - Approaches include enhanced volunteerism (continuum of service concept); reachback; rotational presence.
  - All Services and OSD working new initiatives. (e.g. Arab linguists; participating IRR; Auxiliaries; Corporate partnership)
  - Funding for some initiatives may be an issue.

Frequency of Call Ups

Number of RC members called-up multiple times, with ONE/OEF/OIF one of the call-ups.

Multiple Call-Ups that include ONE/OEF/OIF		
2X	ONE/OEF/OIF +DS/DS	18,860
2X	ONE/OEF/OIF +1 PRC	6,408
3X	ONE/OEF/OIF +DS/DS +1 PRC	1,749
3X	ONE/OEF/OIF +2 PRCs	987
4X	ONE/OEF/OIF +DS/DS +2 PRCs	347
4X	ONE/OEF/OIF +3 PRCs	8
5X	ONE/OEF/OIF +DS/DS +3 PRCs	42
	Total	28,401

Notes: PRCs: Bosnia, Kosovo, SWA
Haiti data excluded
Does not include multiple call-ups within same contingency

Relatively small numbers representing < 10% of total RC members called-up for ONE/OEF/OIF in selected career fields.

Frequency of Call Ups

Considering the 1 in 6 rule, we might consider only multiple call-ups going back to 1996, (or include only Bosnia, SWA, Kosovo, and ONE/OEF/OIF).

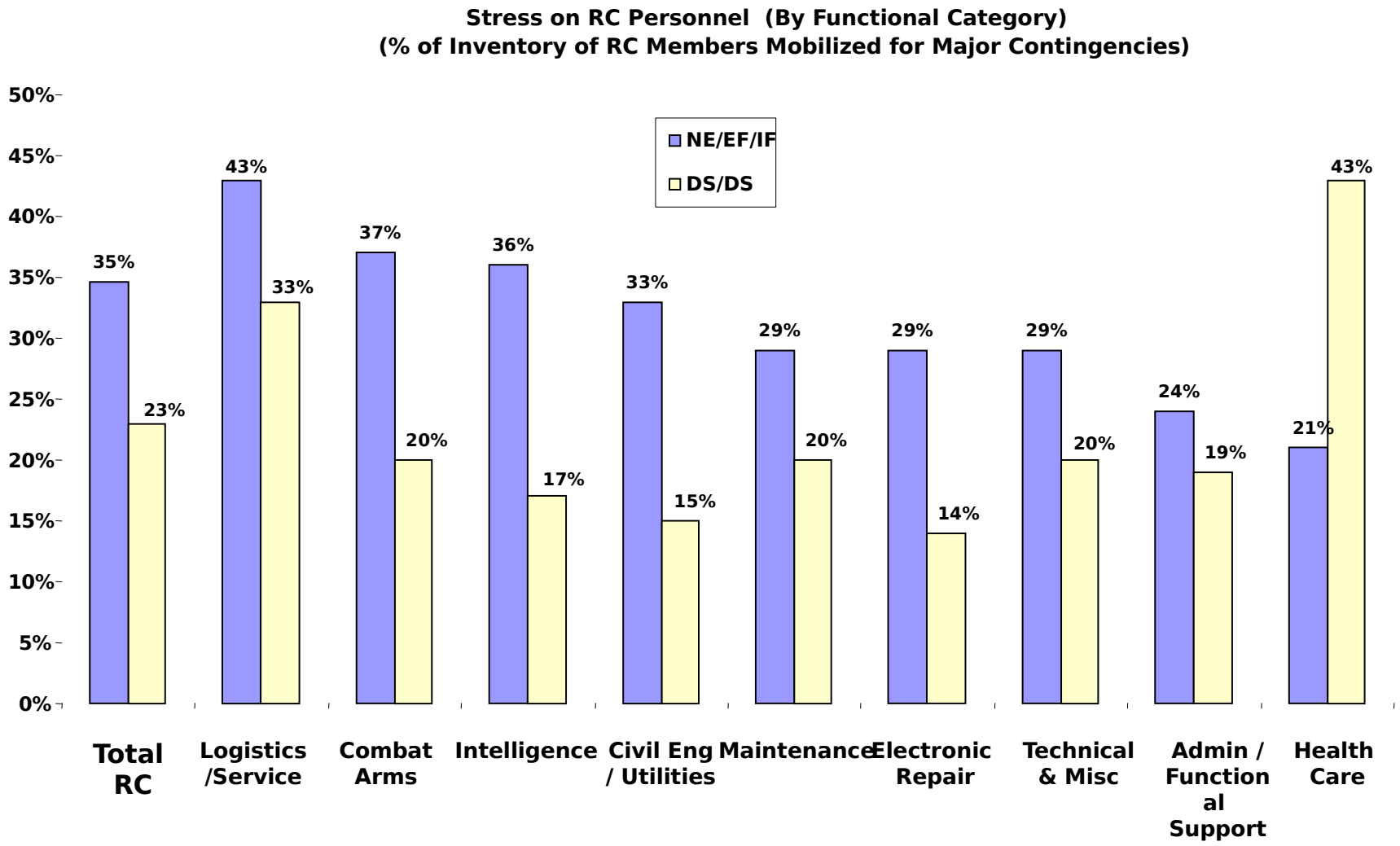
Multiple Call-Ups since 1996 that include ONE/OEF/OIF		
2X	ONE/OEF/OIF +1 PRC	6,408
3X	ONE/OEF/OIF +2 PRCs	987
4X	ONE/OEF/OIF +3 PRCs	8
	Total	7,403

Notes: PRCs: Bosnia, Kosovo, SWA
Haiti data excluded
Does not include multiple call-ups within same contingency

The stress numbers (frequency factor) decreases significantly. But with the current operation, some being called multiple times.

Multiple Call-up Within ONE/OEF/OIF							
ARNG	**USAR**	**USNR**	**USMCR**	**ANG**	**USAFR**	**USCGR**	**TOTAL**
3,921	1,661	402	859	3,456	3,010	740	14,049

Percent of RC (SelRes) Inventory Called U
(ONE/OEF/OIF – DS/DS)



Percent of RC (SelRes) Inventory Called U

Higher Stressed Specialties					
Officer			Enlisted		
Specialties include:	% of RC Inventory Called-Up	RC % of Total Force Inventory	Specialties include:	% of RC Inventory Called-Up	RC % of Total Force Inventory
Civil Affairs	54%	72%	Installation Security	76%	30%
Police	51%	45%	Law Enforcement	69%	44%
Intelligence	46%	37%	Air Crews	67%	25%
FW Pilots & Air Crews	40%	33%	Special Forces	65%	24%

Lower Stressed Specialties					
Officer			Enlisted		
Specialties include:	% of RC Inventory Called-Up	RC % of Total Force Inventory	Specialties include:	% of RC Inventory Called-Up	RC % of Total Force Inventory
Dentists	15%	54%	Recruiting/ Counseling	3%	48%
Legal	16%	49%	Musicians	3%	40%
Manpower & Personnel	17%	46%	Dental Care	14%	26%
Health Services	21%	39%	Medical Administration	15%	41%

Note: Students & non-qualified members not displayed
These data show only selected specialties, as examples

Duration of Call Ups

Tour lengths for RC members:

DESERT SHIELD/STORM Average: 156 Days

PRCs (Kosovo, SWA, Bosnia, Haiti) Majority: 200 Days +

ONE/OEF/OIF Majority: 300 Days +

Note: Of the 300,000+ RC members called-up for ONE/OEF/OIF, about 30,000 have been extended from

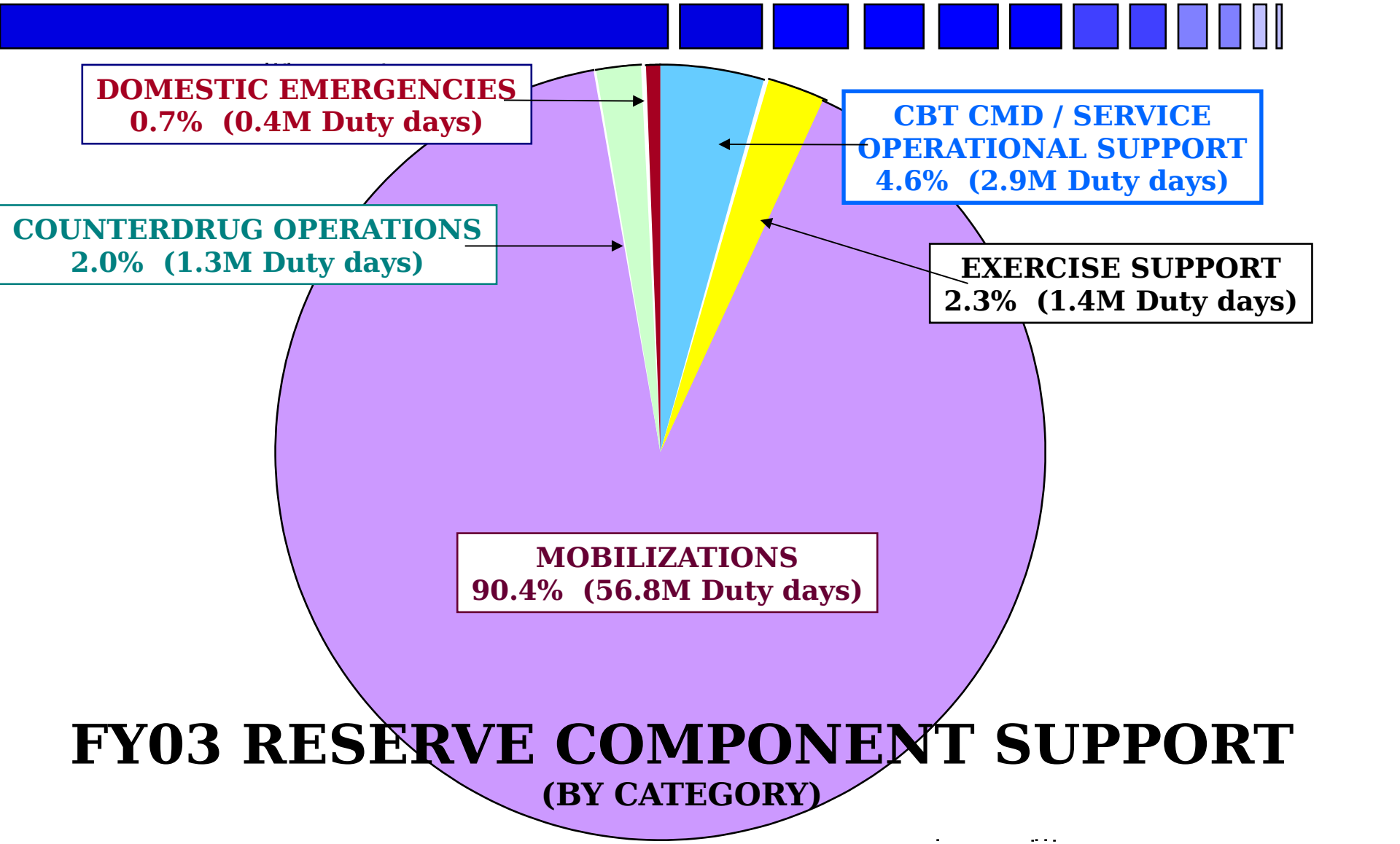
the standard 1 year tour to 2 year tours – more will occur

Mobilization Process Improvements

- Establish standards for judicious and prudent use of the Guard and Reserve
- Redefine the role of the Individual Ready Reserve
- Streamline mobilization cap management
- Reduce the time it takes to validate Reserve force requirements
- Establish predictable use of Reserve forces as the standard
- Restructure the mobilization process promoting Train, Mobilize and Deploy which prepares units earlier for mobilization
- Establish visibility requirements

Back Up Slides

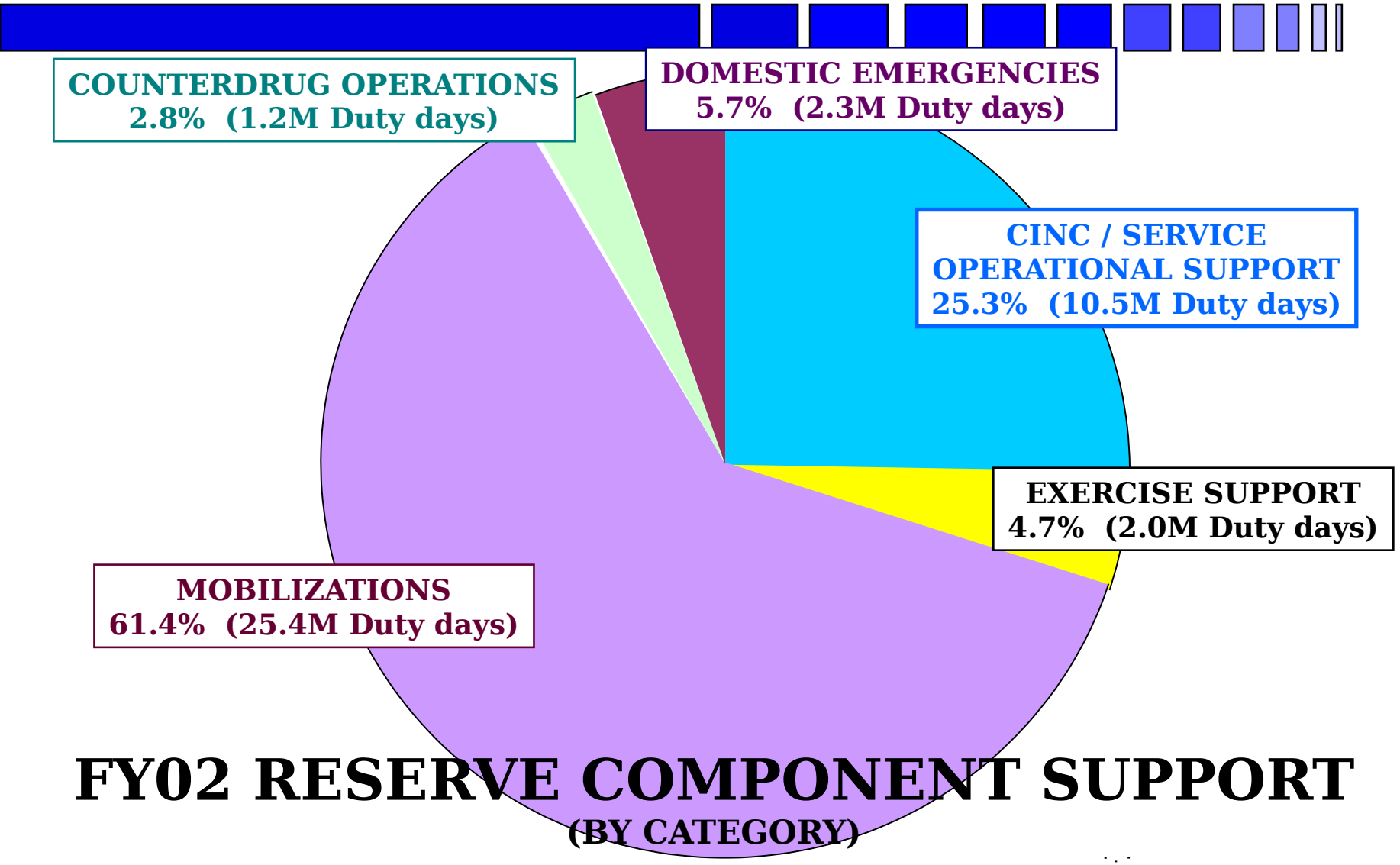
Assistant Secretary of Defense for Reserve



FY03 RESERVE COMPONENT SUPPORT

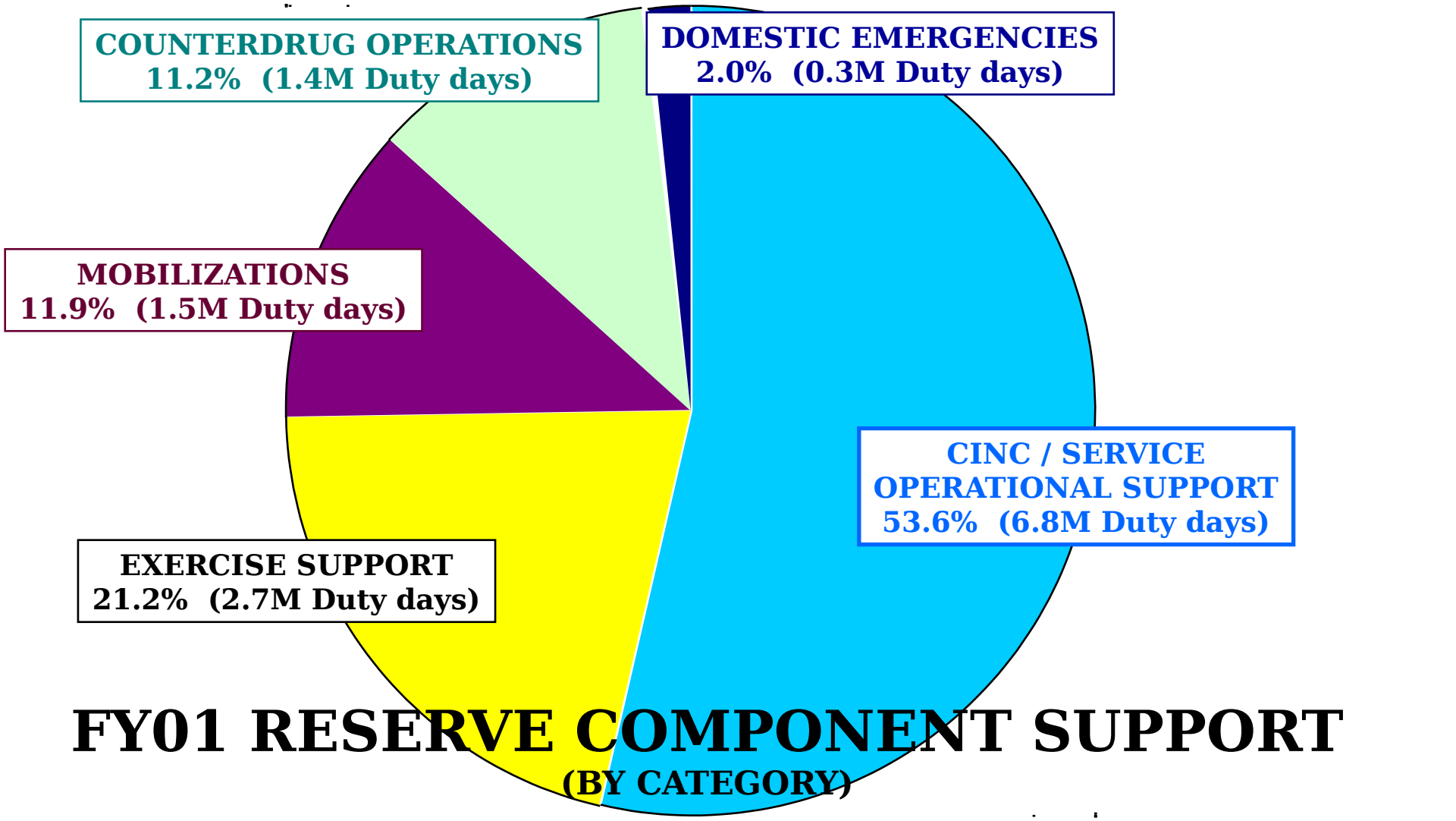
(BY CATEGORY)

Assistant Secretary of Defense for Reserve



FY02 RESERVE COMPONENT SUPPORT

(BY CATEGORY)



FY01 RESERVE COMPONENT SUPPORT

(BY CATEGORY)